
**State of Washington
Office of Financial Management**

**Human Resource
Management Report**



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	7.3 = "Managers"; 0% = WMS only	Low	WMS control point = NA
% employees with current position/competency descriptions ^b	100.00%	Low	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	27 avg days to hire (of 2 vacancies filled)	Low	Time to fill is acceptable
Candidate quality ratings ^c	NA cand. interviewed had competencies needed NA mgrs said they were able to hire best candidate	NA	
Hiring balance (% types of appointments) ^c	56% promo; 16% new hires; 28% transfers	Low	Hiring is balanced in OFM
Number of separations during post-hire review period ^c	2	Low	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	100.00%	Low	
Overtime usage: (monthly average) ^c	.07 hours (per capita); .87% of EEs receiving OT	Low	
Sick leave usage: (monthly average) ^c	4.9 hours (per capita)	Low	
# of non-disciplinary grievances ^c	0 grievances	Low	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	Low	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	95.70%	Low	employee development is supported
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	95.70%	Low	
Number of formal disciplinary actions taken ^c	0	Low	
Number of disciplinary grievances and appeals filed ^c	0 grievances; 0 appeals	Low	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	9.40%	Low	HR monitors turnover and conduct exit interviews
Diversity Profile ^a	57% female; 18% people of color; 77% 40+; 6% with disabilities	Low	OFM's workforce profile compares with the state profile
Employee survey overall average rating ^d	4.18, 232 survey responses	Low	Awaiting 2009 survey results

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Management Profile

Agency Priority: Low

WMS Employees Headcount = NA

Percent of agency workforce that is WMS = NA

All Managers* Headcount = 25

Percent of agency workforce that is Managers* = 7.3%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- OFM does not have a WMS program

Action Steps:

- None at this time.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning
measure (TBD)

**Percent employees with
current position/
competency descriptions**

Current Position/Competency Descriptions

Agency Priority: Low

**Percent employees with current
position/competency descriptions = 100%***

*Based on 94 of 94 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Position descriptions are reviewed on a regular basis (as part of the performance evaluation process; as part of the allocation process; and prior to a recruitment process)

Action Steps:

- None at this time.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Low

Time-to-Hire Funded Vacancies

Average number of days to hire*: 27

Number of vacancies filled: 2

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Analysis:

- 27 days to fill is within a reasonable time frame
- OFM does not yet utilize the Candidate Quality functionality of E-Recruit

Action Steps:

- None at this time

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

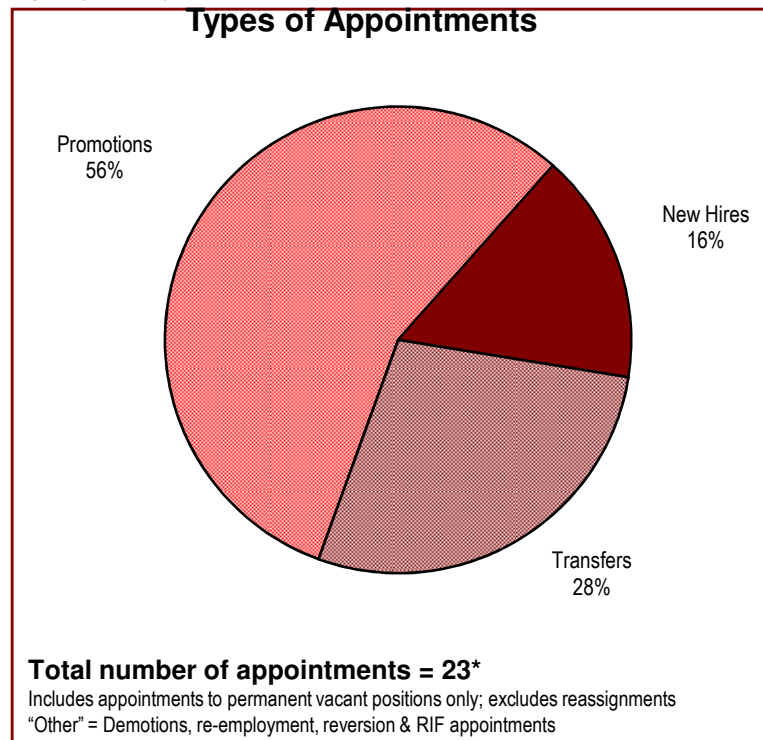
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low



Analysis:

- 21 Exempt Appointments
- 2 Probationary Appointments
- 23 Total Appointments
 - 12 Internal Promotions
 - 7 Transfers from other Agencies
 - 4 New Hires (new to state)
- Hiring in OFM is balanced

Action Steps:

- None at this time

Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	1
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	1
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	2

Data Time Period: 07/08 through 06/09
Source: HRMS & Agency Tracked Data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: Low

Percent employees with current performance expectations = 95.7%*

*Based on 89 of 93 reported classified employee count

Analysis:

- Nearly 96% of classified employees have documented performance expectations

Action Steps:

- OFM's expectation continues to be that 100% of all classified OFM employees will have documented performance expectations

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

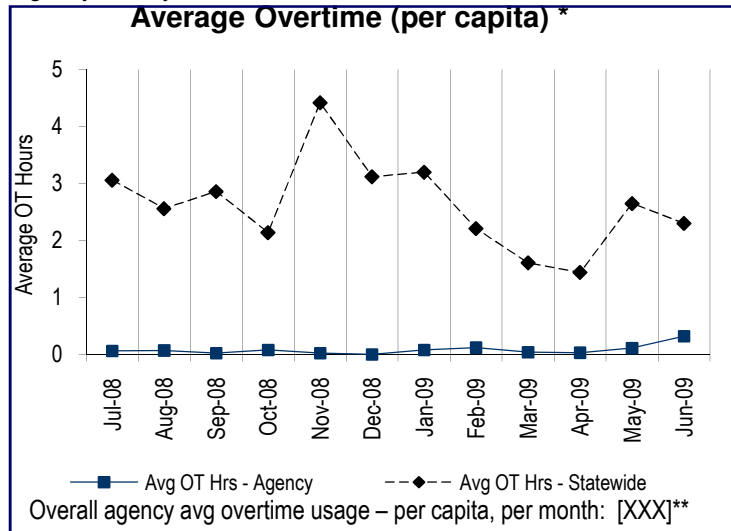
Performance Measures

Percent employees with current performance expectations

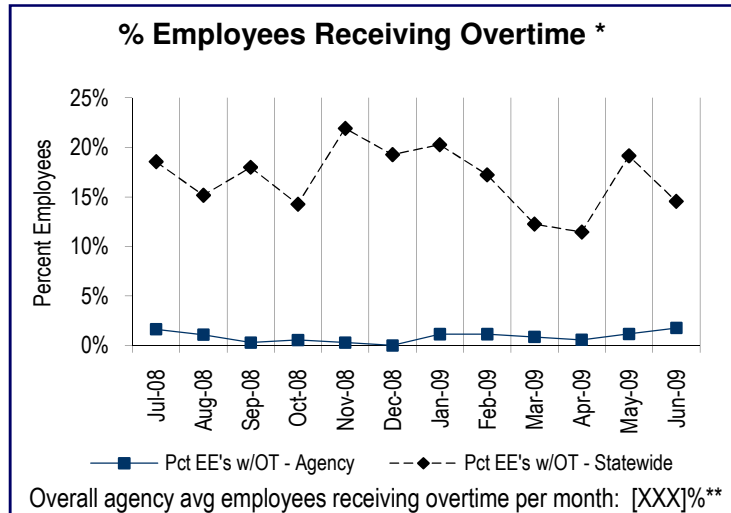
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



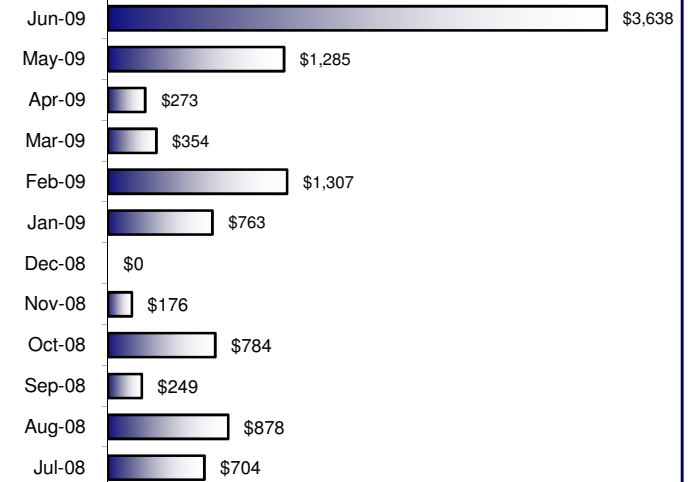
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/08 through 06/09

Source: HRMS BI

Overtime Cost - Agency



Analysis:

- Overtime usage is far below the state average.
- The June 09 represents a cash out of unused time

Action Steps:

- None at this time

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

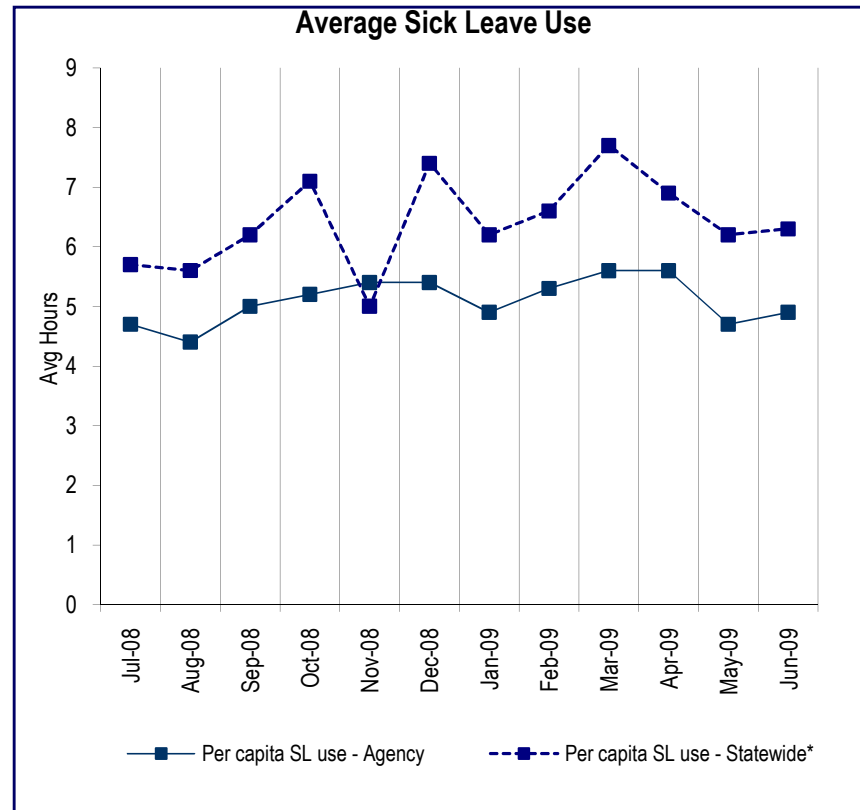
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage

Agency Priority: Low



Analysis:

- Sick leave usage in OFM appears to be within reason and is less than the state average

Action Steps: (What, by whom, by when)

- None at this time

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
4.9 Hrs	381.2 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

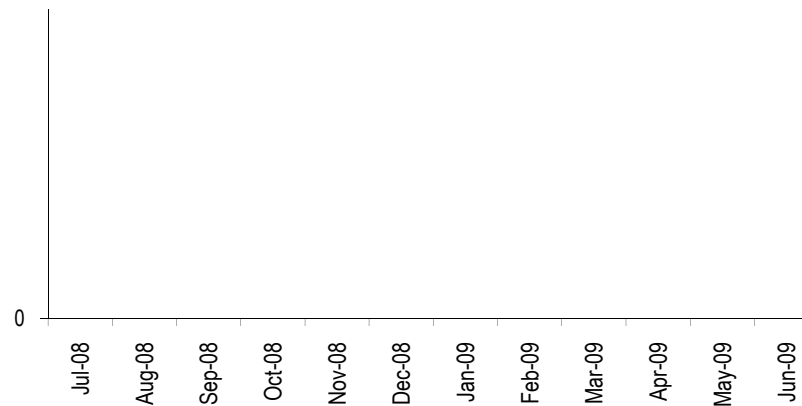
Data Time Period: 07/08 through 06/09

Source: DOP

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed



Total Non-Disciplinary Grievances = 0

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- NA

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. 0	0
2. 0	0
3. 0	0
4. 0	0
5. 0	0

Analysis:

- NA

Action Steps:

- None at this time

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Data Time Period: 07/08 through 06/09
Source: Agency Tracked Data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data Time Period: 07/08 through 06/09
Source: Department of Personnel

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Low

Percent employees with current individual development plans = 95.7%*

*Based on 89 of 93 reported classified employee count

Analysis:

- Nearly 96% of OFM classified employees have documented development plans

Action Steps:

- OFM's expectation continues to be that 100% of all classified OFM employees will have documented development plans

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 95.7%*

*Based on 89 of 93 reported employee count

Analysis:

- Nearly 96% of OFM classified employees have current performance evaluations

Action Steps: (What, by whom, by when)

- OFM's expectation continues to be that 100% of all classified OFM employees will have current performance evaluations.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	0

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- NA

Analysis:

- NA

Action Steps:

- None at this time

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

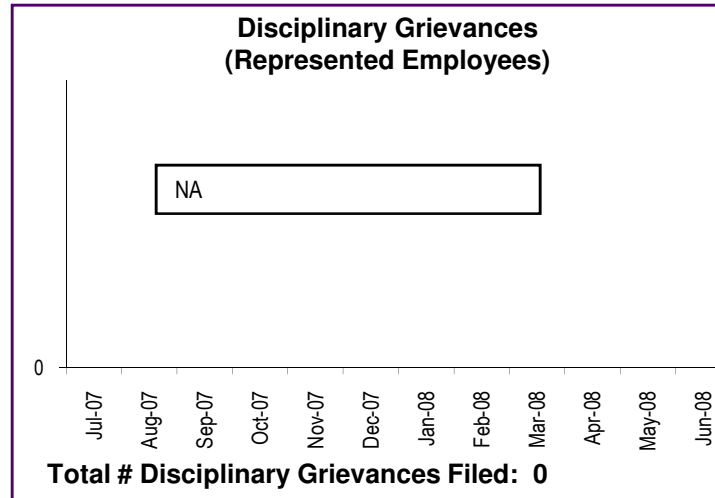
Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Low



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- NA

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/08 through 06/09
Source: Agency Tracked Data

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

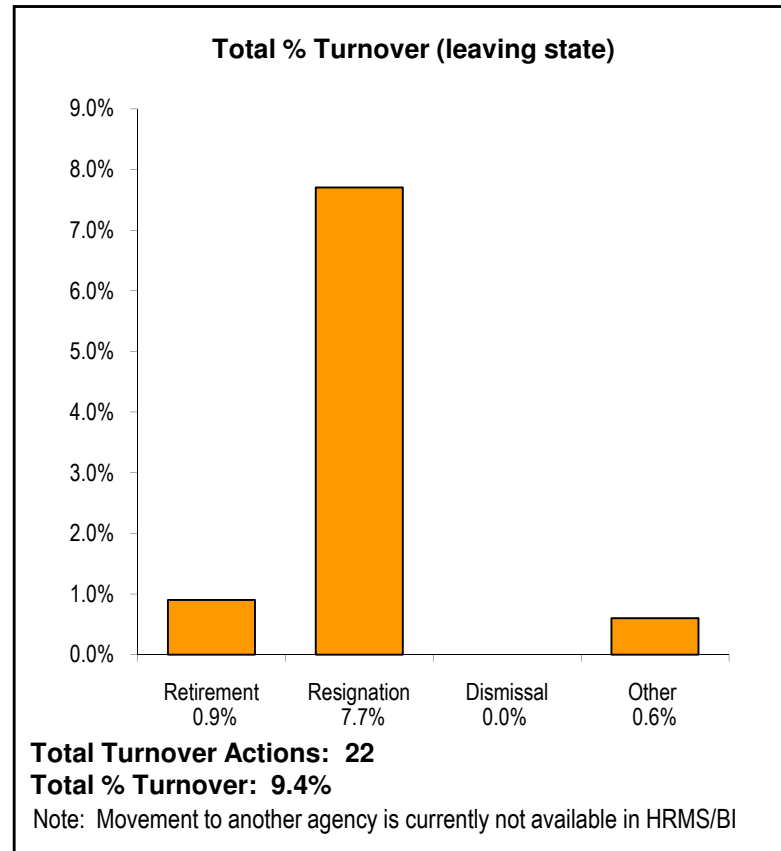
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Analysis:

- 4 Retirements
- 16 Exempt Separations
- 1 Probationary Separation
- 1 Trial Service Reversion
- 8 Non-permanent Separations

Action Steps: (What, by whom, by when)

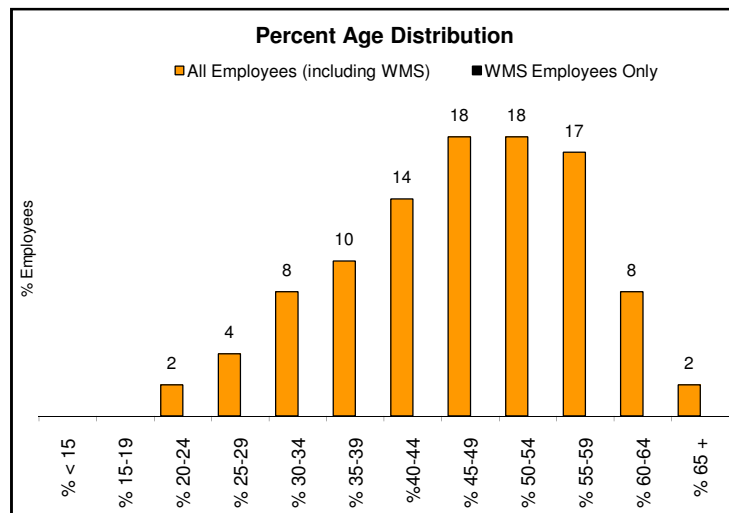
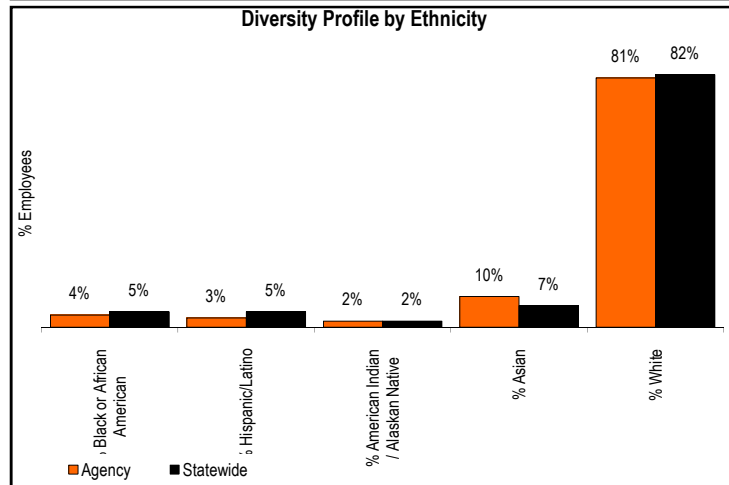
- HR will continue to conduct exit interviews; identify any trends and make appropriate recommendations to agency leadership

Data Time Period: 07/08 through 06/09
 Source: HRMS BI

Workforce Diversity Profile

Agency Priority: Low

	Agency	State
Female	57%	53%
Persons w/Disabilities	6%	4%
Vietnam Era Veterans	5%	6%
Veterans w/Disabilities	1%	2%
People of color	18%	18%
Persons over 40	77%	74%



Analysis:

- Workforce is diverse

Action Steps: (What, by whom, by when)

- The HR (Recruiter) will continue various outreach efforts to ensure hiring managers have a diverse set of qualified candidates when filling positions.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Data as of 06/09
Source: HRMS BI

Employee Survey Ratings

Agency Priority: Low

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	4.1	4.2
2) I receive the information I need to do my job effectively.	4.2	4.2
3) I know how my work contributes to the goals of my agency.	4.4	4.4
4) I know what is expected of me at work.	4.4	4.4
5) I have opportunities at work to learn and grow.	4.2	4.4
6) I have the tools and resources I need to do my job effectively.	4.3	4.2
7) My supervisor treats me with dignity and respect.	4.6	4.7
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.7	3.9
9) I receive recognition for a job well done.	3.8	4.0
10) My performance evaluation provides me with meaningful information about my performance.	3.2	3.4
11) My supervisor holds me and my co-workers accountable for performance.	4.1	4.2
12) I know how my agency measures its success.	3.6	3.8
13) My agency consistently demonstrates support for a diverse workforce.	NA	4.4

Overall average: 4.06 4.18

Number of survey responses: 209 232

Analysis:

- Awaiting results of the 2009 survey

Action Steps:

- None at this time

Data as of November 2007
Source: Statewide Employee Survey